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www.dhs.lacounty.gov

To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.



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December 22, 2011

TO: Each Supervisor

FROM:  Mitchell H. Katz, M.D.
Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #70 (Agenda Item # _____ January 10, 2012)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of December 2011.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of September was 587 out of 676 licensed beds, an estimated 85% utilization rate (87% occupancy). The census for Medical/Surgical units was 301, an estimated 95% utilization rate (97% occupancy) for November 2011.

Emergency Department (ED) Indicators

Attachment #1 demonstrates a slight decrease in key indicators such as ED Wait Time and Left Without Being Seen (LWBS). Median ED Boarding indicators remained relatively stable during this period. The number of patients transferred out this period is 8% less than in October 2011.

Length of Stay (ALOS) and Dangerously Overcrowding Level indicators increased slightly during this period. The Dangerously Overcrowding Level Comparison for this period was 7.5% compared to 5.1% in October 2011; offset by a decrease in the severely overcrowded.

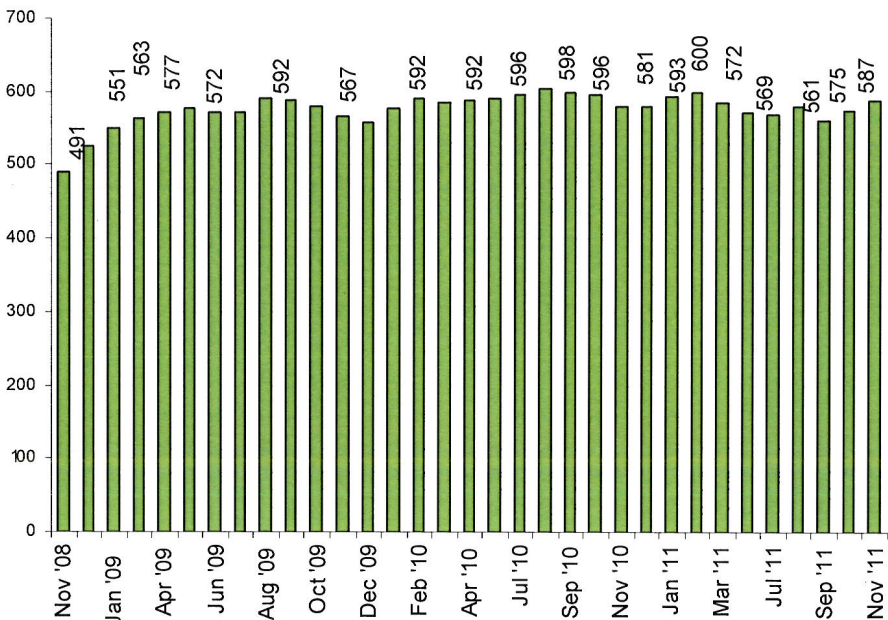
If you have any questions or need additional information please contact me or Pete Delgado, LAC+USC Chief Executive Officer at (323) 409-2800.

PD:bh

Attachments

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisor

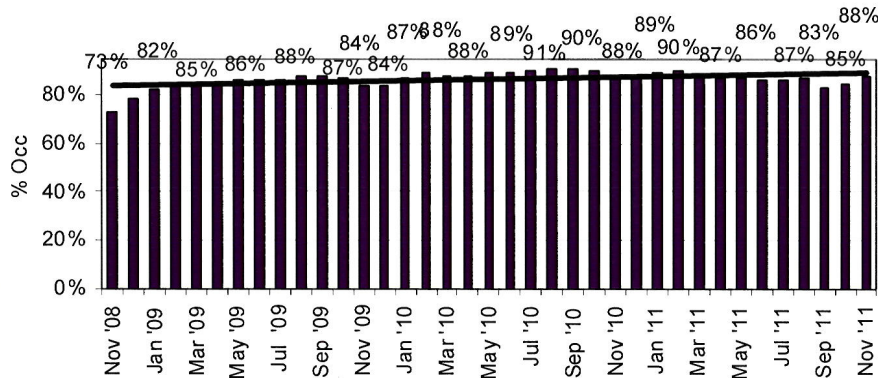
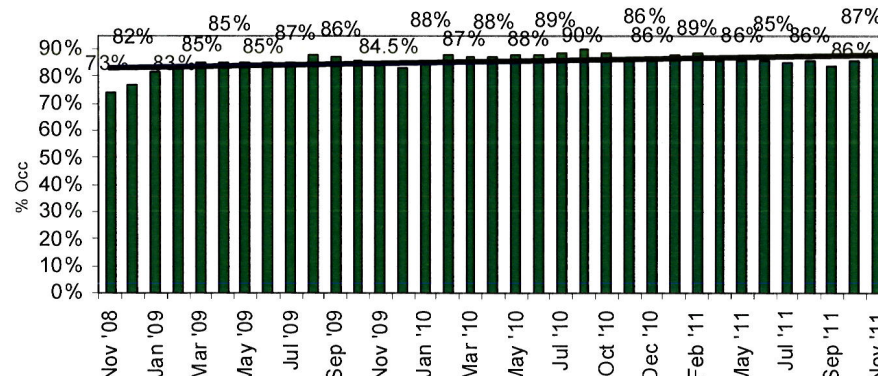
LAC+USC Medical Center
Operational Monitoring Report
Reporting Period –Nov 2011

Indicator	Definition	Data	Comments																																										
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																													
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<p style="text-align: center;">ADC</p>  <table><tr><th>Month</th><th>ADC</th></tr><tr><td>Nov '08</td><td>491</td></tr><tr><td>Jan '09</td><td>551</td></tr><tr><td>Apr '09</td><td>563</td></tr><tr><td>Jun '09</td><td>577</td></tr><tr><td>Aug '09</td><td>572</td></tr><tr><td>Oct '09</td><td>592</td></tr><tr><td>Dec '09</td><td>567</td></tr><tr><td>Feb '10</td><td>592</td></tr><tr><td>Apr '10</td><td>592</td></tr><tr><td>Jul '10</td><td>596</td></tr><tr><td>Sep '10</td><td>598</td></tr><tr><td>Nov '10</td><td>596</td></tr><tr><td>Jan '11</td><td>581</td></tr><tr><td>Mar '11</td><td>593</td></tr><tr><td>May '11</td><td>600</td></tr><tr><td>Jul '11</td><td>572</td></tr><tr><td>Sep '11</td><td>569</td></tr><tr><td>Nov '11</td><td>561</td></tr><tr><td>Jan '12</td><td>575</td></tr><tr><td>Mar '12</td><td>587</td></tr></table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Nov '08	491	Jan '09	551	Apr '09	563	Jun '09	577	Aug '09	572	Oct '09	592	Dec '09	567	Feb '10	592	Apr '10	592	Jul '10	596	Sep '10	598	Nov '10	596	Jan '11	581	Mar '11	593	May '11	600	Jul '11	572	Sep '11	569	Nov '11	561	Jan '12	575	Mar '12	587	ADC provided as background information.
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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census – Newborns / 600</p> <table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns) Data</caption><thead><tr><th>Month</th><th>Occupancy Rate (%)</th></tr></thead><tbody><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Jan '09</td><td>80%</td></tr><tr><td>Mar '09</td><td>83%</td></tr><tr><td>May '09</td><td>84%</td></tr><tr><td>Jul '09</td><td>85%</td></tr><tr><td>Sep '09</td><td>86%</td></tr><tr><td>Nov '09</td><td>83%</td></tr><tr><td>Jan '10</td><td>86%</td></tr><tr><td>Mar '10</td><td>88%</td></tr><tr><td>May '10</td><td>87%</td></tr><tr><td>Jul '10</td><td>88%</td></tr><tr><td>Sep '10</td><td>89%</td></tr><tr><td>Nov '10</td><td>90%</td></tr><tr><td>Jan '11</td><td>86%</td></tr><tr><td>Mar '11</td><td>89%</td></tr><tr><td>May '11</td><td>86%</td></tr><tr><td>Jul '11</td><td>85%</td></tr><tr><td>Sep '11</td><td>86%</td></tr><tr><td>Nov '11</td><td>87%</td></tr></tbody></table>	Month	Occupancy Rate (%)	Nov '08	72%	Jan '09	80%	Mar '09	83%	May '09	84%	Jul '09	85%	Sep '09	86%	Nov '09	83%	Jan '10	86%	Mar '10	88%	May '10	87%	Jul '10	88%	Sep '10	89%	Nov '10	90%	Jan '11	86%	Mar '11	89%	May '11	86%	Jul '11	85%	Sep '11	86%	Nov '11	87%	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>
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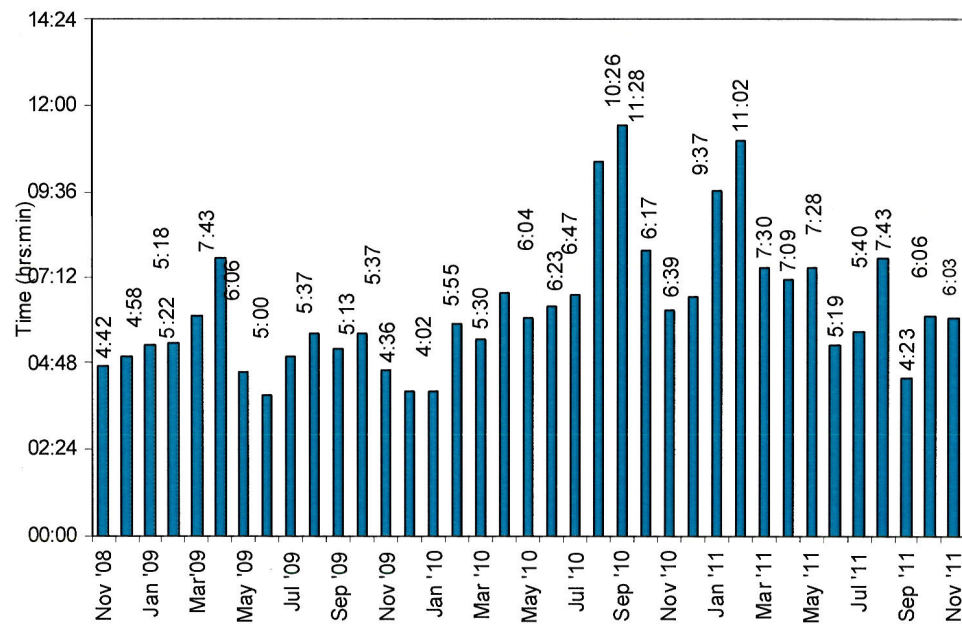
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		<div>2. Medical Center Licensed Occupancy Rate (including Newborns)</div> <div>Med Center Census + Newborn / 600</div> <div><table><caption>Medical Center Licensed Occupancy Rate Data</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>May '09</td><td>86%</td></tr><tr><td>Jul '09</td><td>88%</td></tr><tr><td>Sep '09</td><td>87%</td></tr><tr><td>Nov '09</td><td>84%</td></tr><tr><td>Jan '10</td><td>87%</td></tr><tr><td>Mar '10</td><td>88%</td></tr><tr><td>May '10</td><td>89%</td></tr><tr><td>Jul '10</td><td>91%</td></tr><tr><td>Sep '10</td><td>90%</td></tr><tr><td>Nov '10</td><td>88%</td></tr><tr><td>Jan '11</td><td>89%</td></tr><tr><td>Mar '11</td><td>90%</td></tr><tr><td>May '11</td><td>87%</td></tr><tr><td>Jul '11</td><td>86%</td></tr><tr><td>Sep '11</td><td>83%</td></tr><tr><td>Nov '11</td><td>88%</td></tr></tbody></table></div> <div><div>Healthcare Network Budgeted Occupancy</div><div>Med Center Census + Newborns + Psych Hosp Census / 676</div><div><table><caption>Healthcare Network Budgeted Occupancy Data</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jul '09</td><td>87%</td></tr><tr><td>Sep '09</td><td>86%</td></tr><tr><td>Nov '09</td><td>84.5%</td></tr><tr><td>Jan '10</td><td>88%</td></tr><tr><td>Mar '10</td><td>87%</td></tr><tr><td>May '10</td><td>88%</td></tr><tr><td>Jul '10</td><td>89%</td></tr><tr><td>Oct '10</td><td>90%</td></tr><tr><td>Dec '10</td><td>86%</td></tr><tr><td>Feb '11</td><td>89%</td></tr><tr><td>May '11</td><td>86%</td></tr><tr><td>Jul '11</td><td>85%</td></tr><tr><td>Sep '11</td><td>86%</td></tr><tr><td>Nov '11</td><td>87%</td></tr></tbody></table></div><div>Medical Center = New Facility Healthcare Network = New Facility + Psychiatric Hospitals</div></div>	Month	% Occ	Nov '08	73%	Jan '09	82%	Mar '09	85%	May '09	86%	Jul '09	88%	Sep '09	87%	Nov '09	84%	Jan '10	87%	Mar '10	88%	May '10	89%	Jul '10	91%	Sep '10	90%	Nov '10	88%	Jan '11	89%	Mar '11	90%	May '11	87%	Jul '11	86%	Sep '11	83%	Nov '11	88%	Month	% Occ	Nov '08	73%	Jan '09	82%	Mar '09	85%	May '09	85%	Jul '09	87%	Sep '09	86%	Nov '09	84.5%	Jan '10	88%	Mar '10	87%	May '10	88%	Jul '10	89%	Oct '10	90%	Dec '10	86%	Feb '11	89%	May '11	86%	Jul '11	85%	Sep '11	86%	Nov '11	87%	
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Indicator #2 - Emergency Department Metrics			
<p>2a.</p> <p>Median Emergency Department Boarding Time (EDBT)</p> <p>*Harris Rodde Indicator</p>	<p>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p style="text-align: center;">Median EDBT</p> <p>Nov '11 data is Preliminary data</p>	

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		<div><p>Median Boarding Time (Adult)*</p><table><tr><th>Month</th><th>Median Boarding Time (hrs:min)</th></tr><tr><td>Nov '08</td><td>4:42</td></tr><tr><td>Dec '08</td><td>4:58</td></tr><tr><td>Jan '09</td><td>5:18</td></tr><tr><td>Feb '09</td><td>5:22</td></tr><tr><td>Mar '09</td><td>7:43</td></tr><tr><td>Apr '09</td><td>6:06</td></tr><tr><td>May '09</td><td>5:00</td></tr><tr><td>Jun '09</td><td>5:37</td></tr><tr><td>Jul '09</td><td>5:13</td></tr><tr><td>Aug '09</td><td>5:37</td></tr><tr><td>Sep '09</td><td>4:36</td></tr><tr><td>Oct '09</td><td>4:02</td></tr><tr><td>Nov '09</td><td>5:55</td></tr><tr><td>Dec '09</td><td>5:30</td></tr><tr><td>Jan '10</td><td>6:04</td></tr><tr><td>Feb '10</td><td>6:23</td></tr><tr><td>Mar '10</td><td>6:47</td></tr><tr><td>Apr '10</td><td>10:26</td></tr><tr><td>May '10</td><td>11:28</td></tr><tr><td>Jun '10</td><td>6:17</td></tr><tr><td>Jul '10</td><td>6:39</td></tr><tr><td>Aug '10</td><td>9:37</td></tr><tr><td>Sep '10</td><td>11:02</td></tr><tr><td>Oct '10</td><td>7:30</td></tr><tr><td>Nov '10</td><td>7:09</td></tr><tr><td>Dec '10</td><td>7:28</td></tr><tr><td>Jan '11</td><td>5:19</td></tr><tr><td>Feb '11</td><td>5:40</td></tr><tr><td>Mar '11</td><td>7:43</td></tr><tr><td>Apr '11</td><td>4:23</td></tr><tr><td>May '11</td><td>6:06</td></tr><tr><td>Jun '11</td><td>6:03</td></tr><tr><td>Jul '11</td><td>6:03</td></tr><tr><td>Aug '11</td><td>6:03</td></tr><tr><td>Sep '11</td><td>6:03</td></tr><tr><td>Oct '11</td><td>6:03</td></tr><tr><td>Nov '11</td><td>6:03</td></tr></table></div> <p>Nov '11 data is Preliminary data</p>	Month	Median Boarding Time (hrs:min)	Nov '08	4:42	Dec '08	4:58	Jan '09	5:18	Feb '09	5:22	Mar '09	7:43	Apr '09	6:06	May '09	5:00	Jun '09	5:37	Jul '09	5:13	Aug '09	5:37	Sep '09	4:36	Oct '09	4:02	Nov '09	5:55	Dec '09	5:30	Jan '10	6:04	Feb '10	6:23	Mar '10	6:47	Apr '10	10:26	May '10	11:28	Jun '10	6:17	Jul '10	6:39	Aug '10	9:37	Sep '10	11:02	Oct '10	7:30	Nov '10	7:09	Dec '10	7:28	Jan '11	5:19	Feb '11	5:40	Mar '11	7:43	Apr '11	4:23	May '11	6:06	Jun '11	6:03	Jul '11	6:03	Aug '11	6:03	Sep '11	6:03	Oct '11	6:03	Nov '11	6:03	
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2b. ED Wait Time	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Average ED Wait Time</p> <p>Legend: ◆ Adult ■ Peds ▲ Total</p> <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail</p> <p>Nov '11 data is Preliminary data</p>	

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2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p> <p style="text-align: center;">Nov '11 data is Preliminary data</p>	

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2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p>Diversion of ALS Units due to ED Saturation</p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Nov '08</td><td>50</td></tr><tr><td>Dec '08</td><td>40</td></tr><tr><td>Jan '09</td><td>58</td></tr><tr><td>Feb '09</td><td>52</td></tr><tr><td>Mar '09</td><td>58</td></tr><tr><td>Apr '09</td><td>35</td></tr><tr><td>May '09</td><td>35</td></tr><tr><td>Jun '09</td><td>63</td></tr><tr><td>Jul '09</td><td>52</td></tr><tr><td>Aug '09</td><td>51</td></tr><tr><td>Sep '09</td><td>59</td></tr><tr><td>Oct '09</td><td>41</td></tr><tr><td>Nov '09</td><td>32</td></tr><tr><td>Dec '09</td><td>43</td></tr><tr><td>Jan '10</td><td>60</td></tr><tr><td>Feb '10</td><td>55</td></tr><tr><td>Mar '10</td><td>59</td></tr><tr><td>Apr '10</td><td>59</td></tr><tr><td>May '10</td><td>69</td></tr><tr><td>Jun '10</td><td>75</td></tr><tr><td>Jul '10</td><td>81</td></tr><tr><td>Aug '10</td><td>72</td></tr><tr><td>Sep '10</td><td>53</td></tr><tr><td>Oct '10</td><td>62</td></tr><tr><td>Nov '10</td><td>77</td></tr><tr><td>Dec '10</td><td>79</td></tr><tr><td>Jan '11</td><td>74</td></tr><tr><td>Feb '11</td><td>63</td></tr><tr><td>Mar '11</td><td>61</td></tr><tr><td>Apr '11</td><td>52</td></tr><tr><td>May '11</td><td>42</td></tr><tr><td>Jun '11</td><td>62</td></tr><tr><td>Jul '11</td><td>42</td></tr><tr><td>Aug '11</td><td>65</td></tr><tr><td>Sep '11</td><td>52</td></tr><tr><td>Oct '11</td><td>65</td></tr><tr><td>Nov '11</td><td>52</td></tr></tbody></table>	Month	% on Diversion	Nov '08	50	Dec '08	40	Jan '09	58	Feb '09	52	Mar '09	58	Apr '09	35	May '09	35	Jun '09	63	Jul '09	52	Aug '09	51	Sep '09	59	Oct '09	41	Nov '09	32	Dec '09	43	Jan '10	60	Feb '10	55	Mar '10	59	Apr '10	59	May '10	69	Jun '10	75	Jul '10	81	Aug '10	72	Sep '10	53	Oct '10	62	Nov '10	77	Dec '10	79	Jan '11	74	Feb '11	63	Mar '11	61	Apr '11	52	May '11	42	Jun '11	62	Jul '11	42	Aug '11	65	Sep '11	52	Oct '11	65	Nov '11	52	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while “on diversion”.
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Indicator	Definition	Data	Comments
2e. Surge Report		<p style="text-align: center;">Crowding Level Comparison</p> <p style="text-align: center;">New Facility Surge Plan Suspended New Facility Surge Plan Operational</p> <p>The graph illustrates the percentage distribution of crowding levels over time. The 'New Facility Surge Plan Suspended' period shows higher overall crowding levels, with several peaks in 'Dangerously OC' and 'Severely OC' categories. The 'New Facility Surge Plan Operational' period shows a general decrease in crowding levels, with most data points falling into the 'Extremely Busy' or 'OverCrowded' categories, and a significant reduction in 'Dangerously OC' and 'Severely OC' incidents.</p> <p style="text-align: center;">Page 9 of 13</p>	

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Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units. Data Source: Manual record keeping. Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	Month of Nov '11			
		Referrals from ER:			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	33	NA	-
		# Referred to RLAH	33	33	66
		# Transfers	32	33	65
		# Denied	1	NA	-
		# Cancelled	0*	NA	-
		# Patients refused*	0	NA	-
		Referrals from Inpatients:			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	17	NA	-		
# Referred to RLAH	14	1	15		
# Transfers	9	1	10		
# Denied	5	NA	-		
# Cancelled	1*	NA	-		
# Patients refused*	0	NA	-		
Other /Pending	2	NA	-		

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Indicator	Definition	Data	Comments																																																																																																																																																																																																					
		<div><p>Rancho Med Surg Transfers Workload</p><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Jan '09</td><td>10</td><td>29</td></tr><tr><td>Mar '09</td><td>26</td><td>32</td></tr><tr><td>May '09</td><td>24</td><td>24</td></tr><tr><td>Jul '09</td><td>27</td><td>27</td></tr><tr><td>Sep '09</td><td>24</td><td>24</td></tr><tr><td>Nov '09</td><td>14</td><td>24</td></tr><tr><td>Jan '10</td><td>59</td><td>24</td></tr><tr><td>Mar '10</td><td>26</td><td>25</td></tr><tr><td>May '10</td><td>49</td><td>25</td></tr><tr><td>Jul '10</td><td>52</td><td>20</td></tr><tr><td>Sep '10</td><td>39</td><td>20</td></tr><tr><td>Nov '10</td><td>48</td><td>24</td></tr><tr><td>Jan '11</td><td>50</td><td>24</td></tr><tr><td>Mar '11</td><td>52</td><td>21</td></tr><tr><td>May '11</td><td>33</td><td>16</td></tr><tr><td>Jul '11</td><td>36</td><td>20</td></tr><tr><td>Sep '11</td><td>41</td><td>21</td></tr><tr><td>Nov '11</td><td>47</td><td>23</td></tr><tr><td>Jan '12</td><td>49</td><td>21</td></tr><tr><td>Mar '12</td><td>37</td><td>16</td></tr><tr><td>May '12</td><td>35</td><td>5</td></tr><tr><td>Jul '12</td><td>45</td><td>4</td></tr><tr><td>Sep '12</td><td>49</td><td>5</td></tr><tr><td>Nov '12</td><td>65</td><td>10</td></tr><tr><td>Jan '13</td><td>48</td><td>11</td></tr><tr><td>Mar '13</td><td>40</td><td>10</td></tr><tr><td>May '13</td><td>37</td><td>19</td></tr><tr><td>Jul '13</td><td>40</td><td>11</td></tr><tr><td>Sep '13</td><td>42</td><td>10</td></tr><tr><td>Nov '13</td><td>47</td><td>10</td></tr><tr><td>Jan '14</td><td>37</td><td>9</td></tr><tr><td>Mar '14</td><td>32</td><td>9</td></tr></tbody></table></div> <div><p>Patients Transferred Out</p><table><thead><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr></thead><tbody><tr><td>Nov '08</td><td>14</td><td>59</td></tr><tr><td>Jan '09</td><td>20</td><td>68</td></tr><tr><td>Mar '09</td><td>18</td><td>79</td></tr><tr><td>May '09</td><td>29</td><td>77</td></tr><tr><td>Jul '09</td><td>32</td><td>80</td></tr><tr><td>Sep '09</td><td>33</td><td>94</td></tr><tr><td>Nov '09</td><td>36</td><td>101</td></tr><tr><td>Jan '10</td><td>58</td><td>113</td></tr><tr><td>Mar '10</td><td>70</td><td>96</td></tr><tr><td>May '10</td><td>88</td><td>98</td></tr><tr><td>Jul '10</td><td>81</td><td>111</td></tr><tr><td>Sep '10</td><td>83</td><td>101</td></tr><tr><td>Nov '10</td><td>88</td><td>93</td></tr><tr><td>Jan '11</td><td>98</td><td>87</td></tr><tr><td>Mar '11</td><td>111</td><td>100</td></tr><tr><td>May '11</td><td>84</td><td>121</td></tr><tr><td>Jul '11</td><td>90</td><td>102</td></tr><tr><td>Sep '11</td><td>86</td><td>94</td></tr><tr><td>Nov '11</td><td>81</td><td>86</td></tr><tr><td>Jan '12</td><td>69</td><td>90</td></tr><tr><td>Mar '12</td><td>96</td><td>139</td></tr><tr><td>May '12</td><td>97</td><td>109</td></tr><tr><td>Jul '12</td><td>84</td><td>128</td></tr><tr><td>Sep '12</td><td>78</td><td>137</td></tr><tr><td>Nov '12</td><td>83</td><td>108</td></tr><tr><td>Jan '13</td><td>83</td><td>87</td></tr><tr><td>Mar '13</td><td>73</td><td>87</td></tr><tr><td>May '13</td><td>87</td><td>78</td></tr><tr><td>Jul '13</td><td>75</td><td>99</td></tr><tr><td>Sep '13</td><td>95</td><td>95</td></tr><tr><td>Nov '13</td><td>95</td><td>95</td></tr></tbody></table></div> <p>Data was revised to reflect total # of patients (including stroke patients) referred to Rancho</p>	Month	ER	Inpt	Nov '08	8	27	Jan '09	10	29	Mar '09	26	32	May '09	24	24	Jul '09	27	27	Sep '09	24	24	Nov '09	14	24	Jan '10	59	24	Mar '10	26	25	May '10	49	25	Jul '10	52	20	Sep '10	39	20	Nov '10	48	24	Jan '11	50	24	Mar '11	52	21	May '11	33	16	Jul '11	36	20	Sep '11	41	21	Nov '11	47	23	Jan '12	49	21	Mar '12	37	16	May '12	35	5	Jul '12	45	4	Sep '12	49	5	Nov '12	65	10	Jan '13	48	11	Mar '13	40	10	May '13	37	19	Jul '13	40	11	Sep '13	42	10	Nov '13	47	10	Jan '14	37	9	Mar '14	32	9	Month	Other Hospitals	Rancho	Nov '08	14	59	Jan '09	20	68	Mar '09	18	79	May '09	29	77	Jul '09	32	80	Sep '09	33	94	Nov '09	36	101	Jan '10	58	113	Mar '10	70	96	May '10	88	98	Jul '10	81	111	Sep '10	83	101	Nov '10	88	93	Jan '11	98	87	Mar '11	111	100	May '11	84	121	Jul '11	90	102	Sep '11	86	94	Nov '11	81	86	Jan '12	69	90	Mar '12	96	139	May '12	97	109	Jul '12	84	128	Sep '12	78	137	Nov '12	83	108	Jan '13	83	87	Mar '13	73	87	May '13	87	78	Jul '13	75	99	Sep '13	95	95	Nov '13	95	95
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Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5. Average Length of Stay (ALOS) *Harris Rodde Indicator	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>Calculation: ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p style="text-align: center;">ALOS</p> <p style="text-align: center;"> ◆ Target ALOS ■ Actual ALOS </p> <p>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p>	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p> <p>*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included.</p>

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Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward. Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage. Source of Data: Affinity	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Sep-09	55%	68%	70%	80%	
		Oct-09	45%	60%	60%	80%	
		Nov-09	35%	64%	70%	70%	
		Dec-09	40%	64%	70%	65%	
		Mar -10	65%	68%	60%	75%	
		Apr-10	60%	64%	60%	80%	
		May -10	67.5%	68%	80%	80%	
		Jun -10	65%	64%	70%	80%	
		Jul -10	60%	68%	80%	85%	
		Aug -10	62%	68%	60%	85%	
		Sep -10	72.5%	60%	60%	80%	
		Nov-10	67.5%	48%	50%	70%	
		Dec -10	62%	60%	50%	65%	
		Jan -11	55%	60%	70%	70%	
		Feb -11	57%	68%	80%	80%	
		Mar- 11	57%	60%	70%	75%	
		Apr-11	55%	64%	50%	75%	
		May -11	57%	56%	50%	80%	
		Jun-11	70%	52%	60%	75%	
		Jul -11	58%	44%	50%	70%	
		Aug- 11	58%	44%	40%	75%	
		Sep -11	58%	40%	50%	75%	
		Oct-11	55%	52%	60%	70%	
		Nov-11	62%	60%	70%	75%	